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EXPLORING THE POSSIBILITY OF AUTOMATING DEMO SESSIONS FOR THE REALGAME COMPANY'S POTENTIAL CUSTOMERS

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ABSTRACT

One of the biggest challenges for companies working in the field of digital educational tools is adapting products to the needs and requests of customers. Products, mainly provided to customers as services in the form of applications and software, need to be tested by customers in a demo session to check their effectiveness before signing a contract or purchasing a license. RealGame Company, as the commissioner of this thesis and working in producing and improving educational simulation models, is no exception to this rule.

Due to the increase in the number of requests for demo sessions from potential customers and to remain competitive in this industry, RealGame Company has decided to review the process of its demo sessions. This thesis examines the possibility of automating demo sessions for potential customers of this Company Company. In the process of conducting this thesis, previous research literature about demo sessions as part of the B2C and B2B sales processes, digitalisation and automation of the sales process, and automated sales process effectiveness from the customer's perspective are reviewed.

Also, to obtain information, qualitative research methods such as interviews, observation, and questionnaires are used to investigate the expectations of RealGame Company, the process of conducting demo sessions, and the level of satisfaction of potential customers with the demo sessions. The results of each of the research methods used are analysed, and suggestions are made according to the results obtained by the researcher.

In the end, considering all the factors effective in creating a suitable and automated infrastructure for demo sessions, such as customer satisfaction factors, the researcher suggested implementing a semi-automated demo session infrastructure to improve the Company's sales process.

Keywords: demo session, sales process, automation, customer satisfaction.

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1 INTRODUCTION

1.1 Background and commissioner organisation

One of the biggest challenges for companies working in the field of digital educational tools is adapting products to the needs and requests of customers and keeping them updated according to the latest technologies used in that specific educational field. Products, mainly provided to customers as services in the form of applications and software, need to be tested by users before signing a contract or buying a license to check their effectiveness. RealGame Company, as one of these companies working in the field of producing and improving educational simulations, is no exception to this rule.

RealGame is a Finnish startup that works in the field of producing educational simulations with a focus on the process of supply chain management, Sustainable SCM, Operation management, logistics, finance, and accounting. RealGame's customers are mainly university professors who use these simulations from all over the world as part of the teaching process of their respective courses. Developing teamwork and decision-making skills is only a small part of the benefits of learning using these simulations. Prospective customers of the Company book a demo session through the website and can participate in an online session organised by the founder of the simulations.

In these online meetings, which generally include a part of the sales process, the RealGame, in addition to introducing the simulation environment and answering the participants' questions, tries to meet the needs of the customers, who are the university professors, such as the goal of the training course, the focus of the course to understand the training of a specific topic, the number of sessions needed, etc., and to consider the best solution for customers. The sales process in RealGame includes the entire process of familiarising a prospective customer with RealGame's Company and services until the moment of purchasing a simulation license. In this process, potential customers get to know RealGame Company through social media, the website, Google search, or the introduction of colleagues. Then, by checking the website, they get brief information about

each of the simulations. Also, by booking an online demo session through the website, RealGame's sales team connects with them and sets the best online meeting time for them. In this online demo session, the head of the sales team introduces the features of the simulations in more detail and after presenting the environment of the simulations and obtaining information about the teaching conditions of the potential customer, such as the name of the courses being taught, the number of training sessions, and the number of students, to introduce the most suitable simulations according to the customer's needs and requirements.

After the demo session, the sales team communicates with potential customers via email and sends them information about the conditions of using the simulation, such as costs and duration of use. If customers consider the simulation suitable for their training course, they sign the electronic contract and after paying, they get access to all RealGame simulation platforms. Sometimes, after completing these demo sessions, the need for personalisation and small changes in the simulation environment or educational resources that support the educational goals of the course is felt. For this reason, it can be said that RealGame demo sessions are considered the most important part of the sales process, after which customers decide whether they want to use RealGame simulations in their training courses or not.

Recently, with the increase in the need to use digital solutions and methods in the training process, the number of people who intend to use the demo sessions of this Company has also increased, and this creates a challenge for the Company regarding the increase in the number of requests for demo sessions.

The need for time management to hold more and at the same time quality meetings, improve the efficiency of meetings in guiding customers and conveying important matters, follow more sales methods, and, most importantly, improve the level of satisfaction of potential customers more than before can be. Automating the process of demo sessions was mentioned as a digital solution for this problem in the RealGame business by the sales and marketing team. It

should be noted that automating the process of demo sessions for production companies of educational simulations is not a new solution, and many companies in the same industry have already made it possible for their prospective customers to have an offline demo session to familiarise themselves with the simulation environment.

However, there will be challenges in this direction for the RealGame Company, which makes it necessary to investigate and improve the infrastructure of an automated demo session. Some factors such as the use of one simulation for several educational purposes and the Company's need to know information about the number of students and the number of sessions to customise the simulation according to the user's requirements increase the challenge of having a fully automated demo session.

For this reason, research in the field of exploring the possibility of automating the process of demo sessions for RealGame was of great importance because it provides the possibility for the management, sales, and marketing team to have a comprehensive view of the current infrastructure of the process of holding these sessions and examining the way existing solutions to improve the level of customer satisfaction. Working with a RealGame Company as a marketing team member allowed me to use my observations in the research process.

Participating in some demo sessions for potential customers and reviewing current methods as a third person witnessing the entire process of presenting the simulation environment from the RealGame and questions raised by the participants have felt gaps in various fields, such as the lack of background knowledge of the professors about the purpose of the simulation, the lack of regular updates of key resources provided in the demo sessions by RealGame and the lack of time management. This led the research to start a preliminary literature review in related fields that could provide a theoretical and empirical basis for this research.

1.2 Development settings

As the research title states, the main goal of this research is to explore the possibility of automating demo sessions. This research topic is not a theoretical gap but a business challenge for a developing Company. Since these sessions are considered a part of the sales process, checking the satisfaction factors of potential customers from these sessions can have a positive effect on the sales process, and automation can be planned according to customer preferences. On the other hand, the current conditions of the Company, such as the schedule, budget, preferences, previous experiences, and the current facilities that can be used in trial sessions, should also be examined. The purpose of this research was to find answers to the following questions: (1) How to evaluate the success of automated demo sessions as part of the sales process from the perspective of various stakeholders involved? (2) How to develop the infrastructure of the Company's current demo sessions, focusing on three dimensions: sales objectives, customer satisfaction, and managerial aspects?

To find the answers to these questions, the researcher has outlined the following objectives to follow step by step: (1) Review and evaluate the current method of conducting demo sessions. (2) examine the level of satisfaction and understand the viewpoints of participants in the demo sessions regarding the implementation of the session. (3) Identify opportunities for automation. (4) Understand the management's perspective on the existing potential of the Company for automating demo sessions. (5) Assess the risks and potential opportunities of automation in the sales demos.

None of these steps are connected, and there is no dependency between these objectives. It means that all of them can be done simultaneously or separately. The only connection is between designing the questions of the customer satisfaction questionnaire and sharing the questionnaire with demo session participants. The researcher will focus on designing first and then share the final questionnaire with the target group. The result of this research was the basis for planning and implementing the automation project of RealGame demo sessions,

which will be done by the research and development department, programming, and game design in the RealGame collection.

This research will specifically focus on examining the automation conditions of the demo sessions of this Company. This area includes the analysis of the data obtained from the research, and irrelevant aspects of the RealGame training simulations, such as the technical aspects of the simulation operation and the implementation of the automation of these sessions, will be excluded from the research.

1.3 Research methods

This research uses an exploratory study design that collects primary and secondary data using qualitative methods. The following sections describe the research methods. Additionally, in the methodology section, each of these research methods is explained in more detail about data gathering, implementation, and data analytics.

Questionnaire. To answer the level of satisfaction of potential customers of RealGame, the researcher has used the qualitative method of the questionnaire, which includes questions considering the customer satisfaction factors obtained in the literature review. The review of the results of customer feedback and their answers to the questions of the questionnaire of the demo session participants stands out as a powerful tool. The result of this questionnaire allows the infrastructure of the process of automating demo sessions to be carried out according to customer satisfaction factors.

Observation. To check the current process of holding demo sessions, the researcher has used the qualitative method of observation because this possibility has been provided by the RealGame Company to witness the process of holding it by attending some demo sessions. These observations were overt, and the researcher sought permission from both the Company and the participants for my participation. The location of these observations was the RealGame online demo sessions conducted on the Zoom meeting platform.

The reason for choosing an overt observation is that only the prospective customer, the simulation owner, and the sales team supervisor are present in the demo session, and covert observation, which involves the researcher not being disclosed, is not ethical. This will be a non-participant observation because the researcher's relative familiarity with the simulation environment and her participation in the demo session can have an impact on the potential customer's decision-making. For this reason, the researcher's focus is only on the predetermined aspects, which are detailed in the research methods section in chapter three.

Various aspects are examined in this method, which creates a correct understanding of the demo session process such as participant behavior, interaction with system tools, how to ask questions, and the current demo session process. The result of using this method helps her to understand the connections between sales process steps and conversations between two sides of these meetings, the current method of RealGame demo sessions, and how to design questionnaires for participants in these demo sessions.

Interview. The interview method has been used to check the facilities and preferences of the management so that all the important points or limitations raised by the management can be considered. The reason for using this qualitative research method was before planning to create the infrastructure of the process of demo session automation the researched needed to know about the limitations, preferences, and possibilities.

The interview allows discussions to be carried out according to RealGame's goals for improvement and adjusting the product. The use of online platforms (Zoom online meeting) provided the researcher with this access so that the researcher could communicate with the RealGame manager and founder of the simulations about their requirements and preferences. The target group for conducting this interview is the manager and founder of the RealGame business simulations. They have a deeper and more structured understanding of using the simulations

in demo sessions and can check possibilities regarding automating demo sessions. So, the result of this interview answers my question about the Company's internal requirements.

1.4 Framework and the limitations of the study

Within the framework of the research, "the integration of digital solutions into the sales process" was examined. Additionally, due to the significant importance of customer satisfaction as one of the factors investigated in optimising the infrastructure of automated demo sessions, "the impact of digital solutions on customer satisfaction" was also explored in this study. Now that the research questions and objectives are established and research methods have been selected to achieve answers to the questions, analysing the results of the research methods will make a connection between an automated demo session and the level of customer satisfaction and create an infrastructure of an automated demo session for the RealGame Company.

It should be kept in mind that there are limitations in the process of this research. For example, when discussing the integration of digital solutions in the sales process, 'digital solutions' refers specifically to software tools used in the sales process and does not include other digital technologies, such as virtual reality or augmented reality, which are not examined due to the Company's budget limitations. Additionally, in evaluating the success of demo sessions from the perspective of stakeholders, the main focus is on the potential customers of RealGame and the RealGame sales team. The views of other groups, such as third-party partners, while potentially valuable, are not covered due to the limited time available for the research. Figure 1 summarises the entire process of this project, from identifying the main business problem to preparing an infrastructure for the RealGame Company's automated demo sessions:

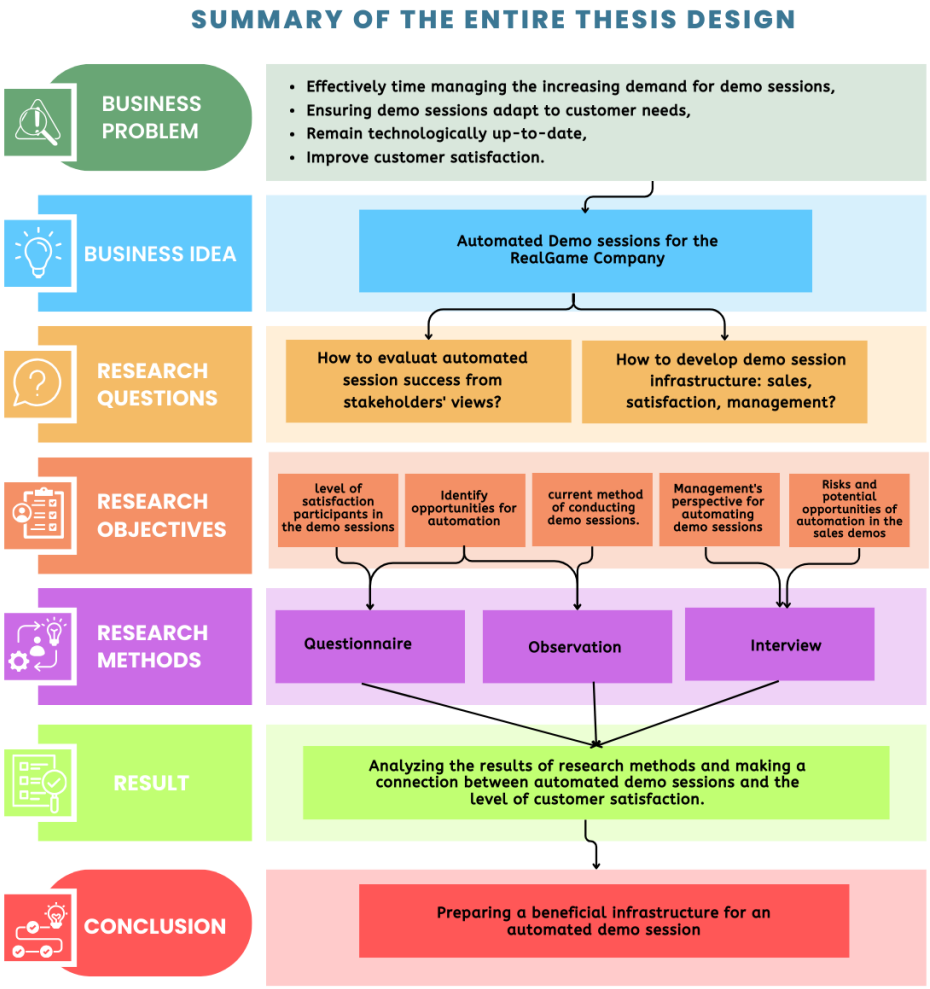

Figure 1. Summary of the entire thesis design

2 CUSTOMER ENGAGEMENT, DIGITISATION AND SATISFACTION IN SALES PROCESSES

In this section, articles have been reviewed by considering keywords to find answers to research questions. As mentioned in the introduction section, the research conducted in the field of automating demo sessions and checking the level of customer satisfaction in using these sessions is low. For this reason, in the research process, the researcher considered demo sessions as part of the sales process to have access to a wider range of research conducted in the field of automation of the sales process.

The review process of the article will be by looking for demo sessions as an important and necessary part of the sales process, digitising and automating the

sales process, and finally checking the level of customer satisfaction in using the automated sales process. Finding the relationship between the level of customer satisfaction in the use of automated demo sessions will be the result of this literature review.

2.1 Demo sessions as part of the B2C and B2B sales process.

In this literature review, an attempt has been made to examine demo sessions as a part of the sales process. The purpose of this review is to explore the necessity of using demo sessions in the sales department, the strategies used in demo sessions, and how to facilitate the sales process by using demo sessions.

In recent years, expectations have changed in the B2B and B2C marketing sectors, and customer-centricity has been prioritised in the sales process. Demo sessions have been noticed with the aim of more interaction with the customer, and the most important reason is according to the research conducted in line with better sales performance. (Wiersema 2012, 479)

Demo sessions are used as a powerful strategy in the sales process, which, by sharing the product specifications and how it works through online review platforms, product testing, sending a prototype, or exhibition introduction, can provide a correct understanding of the product's features for the customer. For this reason, demo sessions are an important component in the added value created for the prospective customers in the product purchase process
In the software industry, these demo sessions mainly focus on checking and testing the software environment because the customer cannot confirm the value of the product briefly. (Çakanyıldırım & Dalgic 2008.)

Demo sessions can largely remove the uncertainty of the purchase from the customer and create a purchase commitment in them if the right strategy is used in sharing information. The extent to which the demo sessions should introduce the product's specifications affects the number of sales. For this reason, it can be said that different sales goals require different strategies and approaches in demo sessions. For example, sometimes too much description of a product

provides the opportunity for the customer to realise that the product does not meet some of their needs, however small, and this affects the purchase decision; therefore, the duration of the demo sessions is one of the factors that can be examined in the matter of improving the sales process. These approaches are different in different industries and the competitive conditions of the market, and this makes it possible to significantly facilitate the complex sales process if a suitable approach is used. (Boleslavsky 2016.)

So it can be concluded that demo sessions as a powerful tool in the sales process, use different strategies according to the type of product and factors such as the duration of the demo sessions, the content presented in these sessions, and the way to transfer information to the potential customers.

2.2 Digitalisation and automation of sales process

Added value is the services that companies use to differentiate their products in competitive markets. To create this added value, most of the time, the focus is on more interaction with the customer, and one of these added values can be the ability to test the product or check the product information before buying. In a short period, the possibility of testing the product and adding product information on the Company's website became a successful sales strategy.

However, after that, companies thought about how to optimise this added value and realised that they needed to acquire new digital capabilities in the sales process. The nature of these digital capabilities was to add the possibility of testing the product online in the form of a demo session with the presence of the sales team to answer customer questions online. (Reinartz & Ulaga 2008.)

In line with the digitisation of the sales process, companies have found that customers benefit mainly in four ways in their relationship with salespeople: more interaction with the customer, the professionalism of the sellers, the way of responding by the salesperson, and the quality of their communication with the customer. Therefore, if companies want to continue to use the digitised sales process as an added value, they should focus more on these four dimensions so

that the customer does not prefer personal selling to automated solutions. (Boujena et al. 2009, 144)

To create a suitable infrastructure for automating the sales process, companies began to review all parts of the sales process, from negotiation to information exchange from the seller and customers. One of these parts is how salespeople respond to potential customer questions. This is although, in face-to-face conversations, the sellers only answer the questions they receive from the buyers.

A part of the automation process can be related to how to answer possible questions. This will be possible only when all the questions asked by the customers are stored in a database and the most repeated ones should be considered possible questions for the next customers. Companies need to prepare appropriate answers for these questions so that when customers are searching on the website, they will unconsciously receive the answers to their questions. In addition to the way of responding, this strategy also increases the quality of communication with the customer. This idea is different from the use of chatbots and its focus is more on the frequent questions and answers section and more comprehensive explanations about the product using the product portfolio. Additionally, by creating access to ask new questions and communicating with the sales department through the online chat boxes of the website, interaction in the sales process will be maintained. (Klos et al. 2011, 29)

In the process of creating an infrastructure to automate the sales process, the companies found that the behavior of customers in the process of purchasing products has changed a lot in recent years, and most of them prefer to get much information before making a purchase or visiting the stores in person. This was in a situation where companies mainly focused on uncomplicated products for online sales and relied on face-to-face sales to buy products that required testing and obtaining more information. (Uberwimmer et al. 2021.)

After examining this change in customer behavior in the product purchase decision process, they started to change the strategy for selling complex products through the website by creating online product testing access and found that the ability of website-based demos can act as a tool to deal with these challenges. (Dahan & Hauser 2002, 347)

There are different types of demos that companies usually use to increase sharing of product information with customers: online and live demos, pre-recorded demos, and interactive demos. Each of these demos can create benefits or challenges in the sales process. So, deciding to choose the best type of demo can have a great impact on the sales of a Company's products. Live demos are usually held through face-to-face or online communication of a potential customer with a sales representative and allow the customer to ask their questions and make a purchase decision. This is although usually these live meetings are time-consuming and are not a good option for busy people. Another type of information sharing is through pre-recorded demos that can be shared with the customer as a product introduction video via email or inside the website in the product information and introduction section. The interaction with the customer in this method is low and lacks a personal touch, but they are given access to a comprehensive view of the product's specifications in a short time. (Takala 2005, 332)

After examining various ways of communicating with customers, the use of interactive demos was chosen by the companies as the best strategy to share product information while keeping the quality of the sales process high. Because they have the advantages of both live and pre-recorded demos and in addition create an attractive experience for potential customers. This type of demo is web-based and allows the customer to interact with the product in real-time and check its features. Creating an all-round experience for selling products or services that have technical complications can be a powerful strategy to gain trust and credit in customers, which facilitates the decision to buy the product. They will have access to see exactly how the product works and how it can meet their needs. Unlike live demos, interactive demos are cost-effective and unlike pre-recorded

demos, they have a high level of interaction with customers. So using interactive web-based demos as part of the sales process automation flow has become a useful tool for companies looking to reach a larger audience. (Chau et al. 2000.)

2.3 Automated sales process effectiveness from the customer perspective

Another thing that was investigated in this research is the effect of automated demo sessions on the level of customer satisfaction. According to existing research, the term "customer satisfaction" is defined as follows: customer satisfaction is a measure to show how companies have been successful in providing products and services to their customers and have met their needs. (Kristensen et al.2000, 37)

This key indicator allows companies and producers of products and services to improve the process of production, delivery, sales, support, and service innovation to meet the needs of customers. This leads to more sales of products and customer loyalty, extensive advertising by customers, more awareness of the brand, and finally, creating a greater share of the market. (Ali et al. 2021.)

Customer satisfaction is checked at different times. For example, the level of customer satisfaction after purchasing a product is measured by factors such as satisfaction with product quality, price, support, and after-sales service, but the satisfaction of potential customers can also be checked before purchasing the product and during the sales process. Factors such as the quality of the information provided, the way of answering questions, the technical quality of demo sessions such as image and sound clarity, time management of these sessions, the quality and attractiveness of product introduction brochures, and the personalisation of sales sessions according to customer needs can be used in the process of checking the level of customer satisfaction and have a great impact. (Mukherjee 2019.)

Paying attention to all the mentioned factors can make the customer feel valuable and make the decision to buy the product easier for him. One of the goals of automating the sales process will be to obtain more satisfaction from potential

customers because in the digital and automated sales process, companies try to provide complete product information to the customer in such a way that while being attractive, it can respond to all their questions as well. In addition, time management has been implemented well in this automated process, and customers can obtain product information at any time and place. This is even though they have enough time to check the products and services and compare them with similar products, and they will not be pressured by the sellers. If they request an online or face-to-face demo session, they can, in addition to the online sales facilities provided on the websites, also receive answers to their questions in a personalised way. (Ba & Johansson 2009) So, in the process of automating the sales process, of which demo sessions are also a part, how to satisfy the customer should be done according to the mentioned factors.

2.4 Linkages among automation, engagement, and sales performance

The sales process includes different parts, the purpose of each part is to lead the customer to buy the product. For example, from the moment a potential customer becomes familiar with the brand and product to the moment he decides to buy that product or service, it is considered a part of the sales process, in which the customer decides to find that product useful to meet his needs or not. Automation of each of these parts can have a great impact on the performance of the sales system. For example, if the process of scheduling demo sessions, sending meeting reminders, or collecting the required initial data from the customer is done automatically, the sales team can focus more on interaction with the customer in demo sessions because by using insights based on data, the sales team will be more aware of the customer's needs, and this will make them more prepared to better answer the questions of the potential customer, try to introduce a feature of the product that directly solves the customer's need and eliminate the customer's uncertainty in the product is purchased. (Salo 2023.)

In addition, this interaction continues after the demo session by automating another part of the sales process. Automatic email, weekly digital newspapers including the latest news and the newest products of the companies based on customers' interests, automatic sending of survey forms, and automatic

invitations to sales campaigns will maintain this interaction. Automating repetitive tasks such as sending regular marketing emails and following up on a prospect's feedback from a demo meeting can provide more time for the sales team to focus more on creating meaningful relationships with customers, which will lead to higher conversion rates and better performance for the sales team. So, it can be concluded that there is a direct relationship between automating the sales process, improving the performance of the sales team, and creating effective interaction with potential customers. (Volik & Kovaleva 2020.)

3 RESEARCH METHODS

In the research questions and objectives chapter, two main research questions and goals were determined to answer these questions. In the way of achieving the mentioned goals, research methods have been used that help us to get answers to questions during the research process. A detailed description of all the research methods used in this research is included in the methodology chapter. This chapter includes four related sections that explain all the methods used in the research, the methods of collecting information used in the research methods, and all the limitations applied in the research process that can affect the conclusion.

3.1 Research method

This research seeks to find answers to the following two questions:
• How to evaluate the success of automated demo sessions as part of the sales process from the perspective of various stakeholders involved.

• How to develop the infrastructure of the Company's current demo sessions, focusing on three dimensions: sales objectives, customer satisfaction, and managerial aspects.

The answers to these questions will help us in the final summary, i.e., the result of investigating the possibility of automating demo sessions for potential customers of RealGame Company.

To find answers to these questions, three qualitative research methods, interview, observation, and questionnaire are used. The reason for following qualitative methods in this research is that basically qualitative research methods are used to understand the attitude, mental experiences, and preferences of the audience, and unlike quantitative methods that focus on quantitative data and numbers, this method is often used when the researcher is looking for descriptive data. (Chhabra 2018.)

In other words, qualitative research generally uses case studies and verbal explanations to clarify the audience's point of view to create a better view of experiences and desires. According to the objectives of this research, we need to clarify the management and sales team's point of view, understand the preferences of potential customers from a demo meeting, know the current process of demo meetings, and record the behavioral patterns of potential customers in a demo meeting. For this reason, using qualitative research methods such as interviews, observations, and questionnaires is a suitable choice.

3.1.1 Interview research method

The reason for choosing the interview method was to gain a more comprehensive view and a better understanding of management aspects such as the management's expectations from the result of automating the Company's demo meetings, examining the challenges and views of the sales team in line with the automation of demo meetings as part of the sales process. It was because they have a deeper and more structured understanding of the use of simulations in demo sessions, and for this reason, their answers to the questions raised in the interview provide part of the infrastructure of an automated demo session so that we can align it with the interests of the Company. In addition, the interview allows discussions based on the startup's goals to improve and adjust the product.

3.1.2 Observation research method

The sales department followed the goal and strategy of the current demo sessions in such a way that at the end of the demo session, potential customers were ready to decide to sign the contract and start using the simulations. For this reason, getting to know the process of these meetings from the point of view of the sales team is a goal that can be achieved by analysing the answers to the interview questions.

In addition, the observational research method is also used in this research. The reason for using this method was to observe the current trend of demo sessions and how these sessions were held by RealGame, to check customer behavior, and the questions asked during the demo session, and to check the clarity and adequacy of the information provided to potential customers in these sessions. This information can be obtained by participating in some RealGame demo sessions for potential customers through non-participatory observation. As mentioned in the introduction chapter, the observation scheme is examined in this method, which creates a correct understanding of the demo session process. During the session researcher focused on the participants' behavior. This includes the non-verbal cues of the participants that can be seen through the online session, focusing more on when the participants are engaged in the simulation experiment, such as attentiveness, engagement, or even confusion.

Interacting with system tools, or in other words, observing how participants use the RealGame simulation and identify potential problems they may encounter, was another important factor in the process of observation. It was also important that how participants asked questions and how organisers answered. The last and the most important factor was observing the process of starting a demo session. It was including how RealGame introduces the simulation and its functions to the participants, Content and images shared with participants and strategies used to maintain engagement during the session.

Focusing on these factors helps the researcher to consider the prospective customers' behavior, their interaction with the simulation environment, and

questions that are repeated in the demo sessions and involve the mind of the potential customer during the process of presenting the simulation. In addition, if the conclusions show that the RealGame Company needs to have a fully automatic demo session, the infrastructure of this session should be designed in such a way that most of the audience's mental questions are well answered.

Although it seems that this is a structured observation and the researcher tries to follow a set of predetermined criteria and checklists, also unanticipated behavior of potential customers will be considered in the observation to be examined and analysed in demo sessions. The results of the observations will remain confidential with the researcher until the end of the research and a copy of the research result will be sent to the participants in the demo sessions via email.

3.1.3 Questionnaire research method

To improve the process of demo sessions and automate the process of these meetings based on the level of customer satisfaction, a questionnaire research method has been used. The result of this questionnaire allows the infrastructure of the automation process of demo sessions to be carried out according to the factors of customer satisfaction. Also, Based on the literature review, qualitative research has been used to design the questionnaire questions. Using available data through scientific articles is a powerful approach because it can be used as valid and scientific content and provide a solid framework for decision-making.

Based on research conducted in the field of designing customer satisfaction questionnaires, efforts have been made to include all the necessary factors for decision-making for automating demo sessions, such as session setup process, time management, quality of educational resources, quality of the question-and-answer section, session clarity, and preferences related to the type of demo session. The designed questionnaire included ten qualitative questions with four options from the participants in the demo session of RealGame Company, which was sent to them via email after the demo session was over.

3.2 Data collection

3.2.1 Interview data collection

Interview data collection. Open questions are used in the interview section so that the interviewees can express their opinions and preferences in more detail. In addition, the questions are designed in such a way that they can solve part of the research questions (How to develop the infrastructure of the Company's current demo sessions, focusing on sales objectives and managerial aspects.). The interview questions and the link to the invitation to the interview are sent to the interviewees via email before the online meeting. The list of interview questions is given in the Appendix 1. The interviewee, i.e. the management of the RealGame Company and the head of the sales team, who were both present in the demo sessions, were invited separately to this interview, which was conducted through the Zoom platform. In these online interview sessions, the head of the sales team and RealGame manager answer the questions as the people who organise demo sessions for potential customers and the researcher was the listener to these answers.

The recording file of both interviews was kept by the researcher. After sharing the notes of the interview with the interviewees and confirming them, the researcher had access to use this data in the process of her research. The duration of each interview session was about thirty minutes. At the beginning of the interview, the researcher asked the interviewees to answer the questions, regardless of the researcher's current collaboration with RealGame and her awareness of the Company's internal process, so that the data transfer process in the thesis can be done with more clarity.

3.2.2 Observation data collection

Observation data collection. The information collected from another research method relates to the observation research method. According to the commissioner's request and the amount of data needed to check the desired factors in the observation section, the researcher needed to participate in some different demo sessions. Prospective customers booked a demo session through

the RealGame website, and after that, the sales team, during the coordination of the demo session for prospective customers, requested them via email, so that, if possible, the researcher could also participate in the demo session to complete the data collection for her research process.

After the approval of potential customers, it was possible to participate in the demo sessions, so this observation was done openly and with the approval of the potential customer. After the demo session started through the Zoom meeting application, the manager of RealGame introduced the researcher to the potential customer, and the researcher briefly explained the topic of the thesis and her research. During the demo session, due to the non-participant observation method, the researcher did not have any interaction with the demo participants and only observed and took notes on the process of the session according to the factors in the checklist, if any unpredictable factors occurred during the observation, the researcher also took notes.

At the end of the demo session, the researcher asked to share the questionnaire with the prospective customer via email. This email included the report of the demo session observation and the online questionnaire. When they approved the report, the researcher had access to these sources of data in the process of her research. Due to the time limits in the research and the timing of RealGame's launching of its new simulation simultaneously, the number of demo sessions was limited. For this reason, an effort was made for the researcher to participate in the maximum number of demo sessions held. Ultimately, participation was limited to three demo sessions. Despite this limitation, these sessions provided the researcher with sufficient information for the research because potential customers requested demo sessions for different simulations, which made it possible to examine all aspects of the demo sessions and observe differences in presenting different products in the demo sessions.

Additionally, due to the lack of language restrictions in the use of RealGame simulations and the possibility of using simulations in English, potential customers from three different European countries have participated in these

meetings, which made it possible to observe different views and ways of thinking in the demo sessions.

3.2.3 Questionnaire data collection

Questionnaire data collection. The last collected data related to the answers to the questionnaire. After the end of the demo session, as mentioned, three emails were sent to the three potential customers who attended the demo session via the researcher's work email, which included an online questionnaire and the report of the demo session observation.

This questionnaire contains ten multiple-choice questions designed using Microsoft 365 forms. Questions covered the entire process of the demo session from introducing the simulation to the question and answer section. The questionnaire is given in the appendix 2. The response scale uses a Likert scale with 3/5/7 points, ranging from 'completely satisfied' to 'completely dissatisfied,' ensuring complete feedback on participant satisfaction. The response time for all questions will be about five minutes. After confirmation, the result of the questionnaire will automatically be saved in an online Excel file. In the demo session, the researcher explained to the potential customer that the purpose of this online questionnaire was to assess the customer's satisfaction with the held demo session and to inquire about their preferences regarding participating in the automated demo session.

The researcher emphasised that participation in this survey and answering the questionnaire by the potential customer was completely voluntary, and there is no obligation to respond, but the results of this response can help the researcher in the process of examining the infrastructure of the automated demo session to have a better view of the potential customer's preferences towards different parts of the demo session. In addition, the researcher mentions that all data are collected anonymously, and the respondents are not identifiable. The data are stored securely and are planned to be deleted after the completion of the research. Additionally, participation in answering the questionnaire by potential customers implies their consent for the researcher to use the data obtained from

the responses to the questionnaire. (How to make a GDPR-compliant survey, 2022)

At the beginning of the questionnaire, all these points are mentioned again, and the participants have access to the researcher's contact information when answering the questionnaire questions so that they can contact the researcher if they have any questions about the questions.

3.3 Data analysis

Interview data analysis. The main focus of thematic coding is more on identifying information, analysing it, and finally reporting based on the final analysis. Only themes and patterns that are fully related to the research questions are identified in this method. For this reason, it is mostly used in qualitative research, such as interviews and observations. (Lawless & Chen 2018, 10) The analysis process based on thematic coding in the interview includes the following steps:

Initial coding. This step included transcribing the entire interview. The researcher sent the transcript of the meeting to the interviewees and, if they approved, the researcher continued to use the obtained data and read the transcription completely and noted her initial impression. Then the researcher divided the obtained results into smaller parts by coding with keywords and concepts.

Thematic development. In this section, the codes that had similar themes were placed in a category. For example, the interviewee's expectations and subjective definitions of an automated demo session were categorised as 'expectations'. In the process of analysing the data obtained from the interview with the manager of the sales team and the owner and manager of the simulation, codings have been made with the following key concepts, each of which was placed in a separate category: (1) Expectations of automating the sales process, (2) Key objectives of demo sessions, (3) Limitations or challenges and (4) Technologies and tools.

Review and refinement. At this stage, by re-examining the categories and their relationship with each other, the main and most relevant category was selected. that can answer the research question. Expectations of automating the sales process and the need for technological tools to solve current limitations were two important categories in this analysis.

Final analysis. This stage included understanding the concepts and summarising the topics related to the research questions and how they relate to the research framework. To build a suitable infrastructure for automated demo sessions, the views of the sales manager and the manager of RealGame were some of the most important factors that should be considered in the automation process, and this interview provided a good strategy for this section.

Observation data analysis. In the analysis of the data obtained through observation, the thematic analysis method was used again. The focus of this analytical method in the observation research method was on identifying behavioral patterns, interactions, effectiveness, and the ways information was presented during the observation process. The purpose of using this analytical method was to identify the main concepts in a dataset through documentation, and field notes from observations which enables the researcher to explain the concepts correctly. Using this method for analysing the observation research method includes the stages of Familiarization, Coding, Generating Themes, Reviewing Themes, Defining and Naming Themes, and Writing Up, respectively. (Lochmiller 2021.)

Familiarisation. In this stage, the entire observation process was noted, and subtle points such as the participation of the participants and the clarity of the information presented are depicted.

Coding. In this stage, the observations are coded according to their relevance to the research questions to highlight important moments or related behaviors. The purpose of this coding was to summarise the nature of what has been observed.

Codes such as customer interaction, product introduction process, question and answer section, and customer behavior are used.

Generating themes. This stage deals with creating connections between codings. All codes that can be related to each other are grouped into a theme to identify the gaps between the codes. For example, the researcher categorised the entire observation process using these codes: Participant Engagement, Information Clarity, Behavioral Indicators, Usage Inquiry, Future Intentions, and Visual Appeal. Participant Engagement, Behavioral Indicators, and Future Intentions were related to the participant's behavior, while Information Clarity and Visual Appeal were related to the presentation process.

Reviewing themes. By re-reviewing the created notes and codes, the themes or integrating some themes can be modified.

Defining and naming themes. Each theme should have a precise name that was considered as an answer to the research questions. This step defines what each theme was about.

Writing up. Establishing the final connection between research topics and questions creates a clear answer for each question, based on which existing gaps can be identified and proposals can be made to solve them.

Questionnaire data analysis. Although the researcher has used a qualitative approach in designing the questionnaire, because these questionnaires include closed questions with predefined answers, both basic content analysis and descriptive statistical analysis are suitable for examining the results of this questionnaire. This mixed methods approach allows for a more comprehensive analysis. In the analysis of the data obtained through the questionnaire, the analytical method of descriptive statistics has been used because it was a suitable method given the limited data from the three answer sheets. Additionally, descriptive statistics simplify the interpretation of data and are effective in managing data from small datasets. The designed questionnaire was qualitative

because it measures the level of customer satisfaction at different levels. However, due to the non-open-ended nature of the questions, the obtained data are sequential, and for this reason, descriptive statistics such as the mode and the median can be well analysed.

Due to the diversity of the questionnaire participants in the researcher sampling model, who were selected from different geographical locations and with varying levels of need, the results obtained from the analysis of this limited data can be generalised to larger groups of potential customers of RealGame Company.

The purpose of reviewing and analysing this data was to obtain an average level of satisfaction of potential customers for each of the factors examined in the questionnaire. For this reason, the average level of satisfaction has been calculated separately for each answer sheet and each question.

4 RESULTS AND OUTPUT

4.1 Interview result

The results of the interview are divided into several categories according to the questions asked:

Consideration of automation in the sales process. Both interviewees emphasised that parts of the sales process that include demonstration sessions need automation, such as planning and determining the right time for the online demo session, following up after the demo session to sign the contract, and sharing resources and feedback forms with potential customers after the demo session. Additionally, they noted that automating the entire demo session process is difficult because there are considerations about automating areas that require personalisation. Simulations are personalised according to the needs of potential customers, and most trainers have their favorite concepts and theories related to Supply Chain Management and, Operation Management, Which are the core modules in the RealGame software. For this reason, the entire process of the demo session can only be automated if it is possible to use tools of artificial

intelligence, in addition to simulating a demo session, and personalise the simulations based on their request.

Key objectives of demo sessions. Both interviewees had the same answers regarding the ultimate goal of using demo sessions for potential customers, which was that our main goal is not to directly sell the product in this session and the highlighted goals revolve around customer engagement, education, and conversion. RealGame's main purpose in these sessions is to convince potential customers how RealGame simulations can best be integrated into their course curriculum and why RealGame's offerings are essential to them. They emphasised that the ultimate goal is to get potential clients interested in using RealGame simulations during training by providing them with the resources they need to enhance their training methods, which will lead to negotiations or price offers. This goal in the long term can make them a customer first and then a loyal customer who uses the Company's services and products for a long time.

Therefore, in the demo session, they do not emphasise the costs and terms of the contract, but this process is designed gradually and only when they find a potential customer interested, according to the teaching conditions, such as the duration of the training course and the number of students, they provide them with suggestions to start using the simulation. So the focus will be on a better and more complete introduction of the product.

Limitations or challenges in current sessions. Three basic challenges in demo sessions were identified during interviews with interviewees: time, language, and product complexity. The interviewees explained these challenges in the way that sometimes, due to the long duration of the product introduction, they will not have enough time to get to know the needs of potential customers. This means that they often have a limited amount of time to participate in the demo sessions and cannot be asked to stay longer than the allotted time in the demo session, giving them enough time to ask their questions regarding the use of the simulation and answering the questions asked about how the simulations can facilitate the teaching process for them. In addition, the biggest time

challenge for bringing the coach to the demonstration meeting is finding an agreed time. Most instructors are so busy with their training schedules that sometimes it takes a lot longer to find a time for a trial version on schedule.

The next challenge was regarding the language barriers that sometimes different dialects can make communication difficult and when the organisers of the demo meeting try to get information such as the conditions of the teaching course of potential customers, they have problems.

The last challenge is about product complexity. Both pointed out that it is necessary to present the product in a way that does not overwhelm new users and is understandable for them. In a demo meeting with a time limit, presenting the product by only introducing the main concepts and focusing on the simulation environment and its capabilities can be incomprehensible to the potential customer, because, in a short period, a huge amount of information is presented for the first time. Of course, this challenge is not true for all participants of the demo session, and some potential customers understand well the process and steps of using the simulation due to their relative familiarity with educational simulations focused on supply chain management.

Definition and expectations of an automated demo session. The expectations of both interviewees from an automated demo session were very similar. They emphasised that only a part of these meetings should be automated so that the sales team has the opportunity to answer the questions of potential customers and offer the best product according to their needs. In addition, increasing interaction with potential customers through simpler and interactive tools such as videos was another expectation mentioned by the interviewees. Reducing the workload and focusing on holding demo sessions was more than other requests of the interviewees from an automated demo session.

Specific technologies or tools for automation. The RealGame manager and Sales team manager requested the use of external tools to automate the process of demo sessions and reduce the initial workload on the sales team. They also

requested the use of interactive content during the demo sessions, to be shared with the customer before or after the sessions.

Conclusion and recommendation. The results show that while automation can significantly increase the efficiency of the sales team and customer interaction, it is also important to maintain a balance and pay attention to the challenges and needs of potential customers. According to the review and analysis of the data obtained through the interview, it can be concluded that both interviewees, who are the ones who hold demo sessions for potential customers and manage the sales team and the entire RealGame Company, are interested in automating demo sessions as a part of the sales process. The insights gained from the results of these interviews are directly related to parts of both research questions. The answer to how to develop the Company's current demo session infrastructure with a focus on management aspects and evaluate the success of automated demo sessions as part of the sales process from the point of view of the sales team as a stakeholder is directly reflected in the results of this interview. By examining these results, suggestions have been made by the researcher, which is largely in line with expectations, and the current features match:

By automating the process of scheduling demo sessions, which currently involves filling out a request form on the website and directly contacting the sales team via email, the challenge of managing time can be solved. These automated schedules for potential customers reduce the workload of the sales team at the same time. The potential customer can reserve a demo section and choose suitable times through the digital calendar available on the website, and this feature makes their request for a specific time automatically registered in the sales system.

After sending the request to participate in a demo session automatically, the customer will receive an email that will contain the basic information form. The participant's answers to the questions in this form provide the basic information that the sales team needs in the demo session. Information such as the duration of their teaching course, the name of their course, the number of students, and

any data that helps the sales team to focus more on introducing the product according to the customer's needs during the demo session. In addition, sending this information before the demo session makes it possible to manage the time of the session well.

Another suggestion for implementing a suitable infrastructure in the automated demo session was to send an email automatically after the demo session was held. An automated customer feedback email allows the sales team to evaluate the demo session and plan for better communication with prospective customers. In addition, this email can include a brochure of the introduced product, which can convey more secondary information to the customer after the demo session.

By using this product brochure, which was sent to the customer in the form of a PDF file, the organisers of the demo session can focus more on the main concepts of the simulation and avoid explaining the complexities of the product in the demo session. Th
makes the challenge of the complexity of the product to be solved to a certain extent for potential customers because they can check more features of the product after the meeting and at the right time.

The next suggestion according to the request of the interviewees was the use of tools to improve customer interaction such as training videos. These educational videos are currently used in the self-learning section through the RealGame simulation environment for students, but the same videos can also be used to teach the process of using the simulation for teachers as well. They can be shown during the demo session and shared with them after signing the contract.

4.2 Observation result

The researcher attended three demo sessions and took notes on all observations. According to these notes and the codings made during the entire demo session process, there were four fundamental themes:

Demo session process. In each of the three demo sessions, a process was consistently repeated. The demo session began with the presence of two session organisers, namely the manager and owner of RealGame and the sales team manager. After introducing the participants, a PDF presentation file was shared with the attendees on the Zoom platform. This file included key points and unique features of the RealGame simulations, how they integrate with teaching courses, an introduction to all products and the characteristics of each, the main concepts and topics examined in the simulations, familiarity with the simulation environment, and an introduction to how students' performance is evaluated while using the simulation. The RealGame manager conducted a session of the simulation and explained the simulation environment in detail to the participants, asking them to pose any questions they might have.

After completing the explanations, the participants ask their questions about the simulation environment, its capabilities, and how to manage the simulation, and the organisers visually answer all questions in detail. Once they are assured that all the steps are clear to the participants, the sales manager asks them questions mostly about the name of the teaching course, the duration of the course, the number of students, and their interest in using the simulation. If the participants find the simulation suitable for their courses, they ask about the conditions for using the simulations, the costs, and the duration of the contract, and after the session ends, an email containing the requested information was sent to the participants.

Thus, the whole demo session process includes explaining the product features, introducing the simulation environment, evaluating student performance, questioning and answering, receiving initial data about the participants' conditions, and finally, the terms of use of the simulations.

Participant Behavior: Throughout the observation process of all three demo sessions, the researcher observed various behaviors from the participants. A common behavioral point among all of them was the lack of attention to the file shared with the participants by the session organisers. During the time the

organisers were introducing the unique features of the product, the participants did not pay attention to the screen, indicating that the shared files lacked sufficient appeal for the participants, and RealGame needs to improve the presentation files by using visual aspects and not just focusing on text.

Two participants did not ask any questions during the introduction of the simulation, and although they seemed a bit confused while listening to the product explanations, they asked general questions about the conditions of using the simulation and its effectiveness for different educational levels during the question and answer section and did not refer to specialised topics related to the simulation environment.

Despite the simulations being completely compatible with the teaching courses of both participants, one of them explained at the end of the session that they were currently using another simulation, and the other did not find the simulation suitable for their current training course. Meanwhile, the third participant asked many specialised questions about the capabilities of the simulation during the product introduction and was very interested in learning more about the student performance assessment section.

After the session ended, one participant who asked different questions about the simulation functions asked for more information like a product guide, and shared the names of colleagues who they thought might also find these simulations compatible with their training courses. The behavior of all three participants and the session organisers was very friendly, and only one participant was a bit anxious about the session ending time due to a time constraint. This was while the demo sessions started and ended at the agreed time.

Interaction with system tools. Participants did not have the opportunity to use the simulation in the demo session and were merely observers of how it is used by the RealGame team. In all demo sessions, the most basic RealGame simulation is explained to the participant to prevent potential complexities in the first session. The participants also had no requests to test other simulators.

Question and answer. In this section of all three conducted demo sessions, most questions asked were general about how to use the simulations. These are questions that can be answered in the product guide and sent to them in a separate file. At the same time, the organisers calmly and in detail answered all questions.

Conclusion and recommendation. According to the results obtained from observing the demo sessions, it can be concluded that some parts of RealGame demo sessions can be improved. During the meeting process, as mentioned, the participants did not pay much attention to the product presentation. For this reason, it was suggested that the product presentation materials be updated and that more visual aspects be included.

Additionally, the process of working with the simulation can be shown to the participants in the form of a video recorded during the demo session. The advantages of using this method include saving time when running the simulation and the possibility of adding important bullet points in the video to draw more attention of the participants to the simulation environment. As the manager of RealGame mentioned in the interview, using more visual aspects can be more effective in conveying the concept.

After the introduction of the product, the demo session continues with the question and answer section. These questions are mainly asked by the organisers of the meeting and they are about the basic information concerning the teaching conditions of the potential customer. Before this section, RealGame Company cannot definitively recommend the use of one of the simulations to the participant. However, if the sales team had access to this information before the start of the meeting, they could have acted more effectively in presenting the product and placed more emphasis on the features and functions of the simulation that are related to the participant's teaching course. For example, if the focus of the participant's teaching course was on financial and accounting topics,

the manager of RealGame can focus more on introducing the financial aspects and how to use the financial data obtained through the simulation.

As mentioned in the interview results section, RealGame Company can automatically send an email to potential customers containing a form after booking a demo session to obtain this information from the customer. However, according to the results obtained from the observation, it can be expected that sending different emails to potential customers can be boring, and they may not feel responsible for answering the questions raised in the form. For this reason, another proposed solution in the form of a "RealGame consultant" is suggested by the researcher to improve this part of the sales process.

A more precise definition of the 'RealGame consultant' section was as follows: when potential customers are viewing the RealGame website and intend to book a demo session, they will encounter an online form on the booking demo session page. It will include four questions: the name of the teaching course, the education level, the number of students, and previous experience using educational simulations. After answering the questions, their demo session request is automatically registered in the system, and the session reservation information along with the answers to the form questions was stored in the website database so that the sales team can check it before the demo session to get a better overview of the participant's needs.

Simultaneously, based on the potential customer's answers to the questions asked, the website automatically directs them to the page of a proposed product, which includes brief information about the product's features and the testimonials of current customers about that product. By using this information, participants attend the meeting with more confidence regarding the product features and the level of satisfaction of the current customers. In examining the interaction of the participants with the system tools, the researcher observed the participants' non-participation in the demo session and their requests to test the simulation. Despite this, in most of the questions asked during the question and answer

section, the researcher noted the participants' relative concern about how to manage and work with the simulation by their selves.

The researcher proposed the use of 'Demo Maps' to improve customer interaction with system tools. Demo Maps are simulations of the process of working with a platform, where participants can click on different parts of the platform to see how it works and the key points in that area. Since using the simulation management platform is challenging for the participants, after the sales team's demo meeting, RealGame can send an email to the participants containing a link to the "RealGame demo map" page, product brochure, and contract terms file. This may enable them to better understand how to manage RealGame platforms. To learn more about the environment of these "Demo Maps", some links to how they work on different websites have been included as examples in Appendix number 3.

4.3 Questionnaire result

After reviewing and analysing the data obtained from the responses of three participants in the demo sessions to the answer sheet questions, it can be concluded that all the participants were fully satisfied with the process of the question and answer section in the demo session.

Meanwhile, other investigated factors such as the duration of the demo session according to the amount of educational resources presented and reviewed, the quality of the presented materials, and the accuracy and clarity of the demo were analysed. To analyse the data in this section, a Likert scale was used, with answers ranging from '1 - very dissatisfied' to '5 - very satisfied'. Each answer was scored according to the Likert scale values.

Then, the points obtained for each answer were collected to check the overall satisfaction level of the participants. Next, the average score for each question was calculated. Finally, to calculate the satisfaction percentage for each question, the average score was divided by the maximum score, which is '5 - very satisfied', and then multiplied by 100. The average score for questions related to

the duration of the demo session and the quality of the presented materials was 3.35, indicating a satisfaction level of 67%.

All three participants wanted to receive more educational materials about the simulations after the demo session was over. When asked about their preference regarding how to conduct the session—fully automatically, semi-automatically, or completely online—all three participants expressed a desire to participate in a semi-automated demo session. According to the review and analysis of the observation process of the demo sessions, this result for answering the customer satisfaction questionnaire was largely predictable.

Conclusion and recommendation. Considering the level of satisfaction of the participants in the demo sessions with the process of holding the meeting and its timing, it can be concluded that the RealGame Company can have a suitable infrastructure for the demo sessions and automate part of the product sales process according to the customer satisfaction factors mentioned above. Additionally, it was important to share product introduction brochures with the participants after the demo session, maintain the quality of the question and answer section, and avoid holding fully automated demo sessions because these do not meet customer requests. Fully automated sessions can also be challenging in the process of transferring complete information to customers as well. The best option to improve the process of holding these demo sessions is to try automating some parts of the sales process, such as sending automated emails, providing online customer guidance in the 'RealGame Consultant' section on the website, and providing access to the simulation environment of RealGame platforms through 'Demo Map'.

5 CONCLUSIONS

After reviewing the results obtained through qualitative research methods including interviews, observation, and questionnaires, the researcher summarises the results as follows:

5.1 Key results and findings

Automation needs and limitations. To reduce the workload and increase the efficiency of the sales team in demo sessions, there was a clear need for automation in meeting scheduling and follow-up after demo sessions. However, due to the need for customisation and personal interaction during the sessions and the Q&A section to better explain the complexities of the product, holding a fully automated session is not recommended.

Customer engagement. Demo sessions are intended as a way to engage and educate prospective customers rather than as direct sales opportunities. The focus is on integrating RealGame simulations into educational curricula and demonstrating their value to potential customers.

Customer satisfaction. According to the results obtained from the research methods of interviews, observation, and questionnaires, it can be concluded that improving the automation process of the demo session implementation can have a direct effect on improving the level of customer satisfaction. By considering the factors that affect customer satisfaction when planning the infrastructure of a semi-automated demo session, the level of satisfaction of potential customers can be increased bringing them closer to signing the contract.

Challenges in current sessions. Important challenges include time managing the demo sessions, language barriers, product complexity, and the quality of content presented during demo sessions. These issues can reduce the effectiveness of demo sessions and potentially hinder customer understanding and engagement. For this reason, the researcher provided suggestions to reduce the negative impact of these challenges as much as possible.

Technological integration. After examining the needs raised by the manager of the RealGame sales team and reviewing the process of conducting demo sessions, the researcher has suggested the use of tools to improve the quality of interaction and reduce the manual tasks of the sales team, which are mentioned below.

5.2 Managerial implications

According to RealGame Company's request to improve and automate the infrastructure of their product demo sessions as part of the sales process taking into account customer satisfaction factors, all stages of these sessions were observed and analysed. In addition, the opinions and expectations of the manager and owner of RealGame simulations, and the head of the sales team were examined regarding changes to the infrastructure of the demo sessions.

The sales process begins when a potential customer visits the website. After reviewing the products, the customer can book a demo session. The researcher suggested that potential customers should first complete an online questionnaire on the website and then choose a suitable time for the demo session through an online calendar, which will be placed on the booking a free demo session page. The results of questions related to their needs are sent to the sales team's database upon requesting a demo session.

Following the researcher's suggestion regarding the use of an online questionnaire, at the same time as sending the answer to the online questionnaire, the website guides the potential customers to visit the page of the proposed product along with testimonials from current customers about the proposed simulation. An automatic confirmation email will be sent to the customer to confirm the time of the demo session.

When the demo session begins, following the researcher's suggestion, the presenters start by sharing a short video about the product introduction and its unique features. Having basic information about the potential customer's needs allows them to introduce a simulation environment focused on specific needs. Then they manage the question and answer section as before. After the completion of the demo session, an automatic email containing a link to test the RealGame platform, a product introduction brochure, and the terms of the product purchase agreement is sent to the potential customer. Additionally, one day after the demo session, the potential customer receives an automatic email

from RealGame Company containing a survey link and tracking the product purchase process. Figure 2 contains general information on the researcher's proposed infrastructure for RealGame Company.

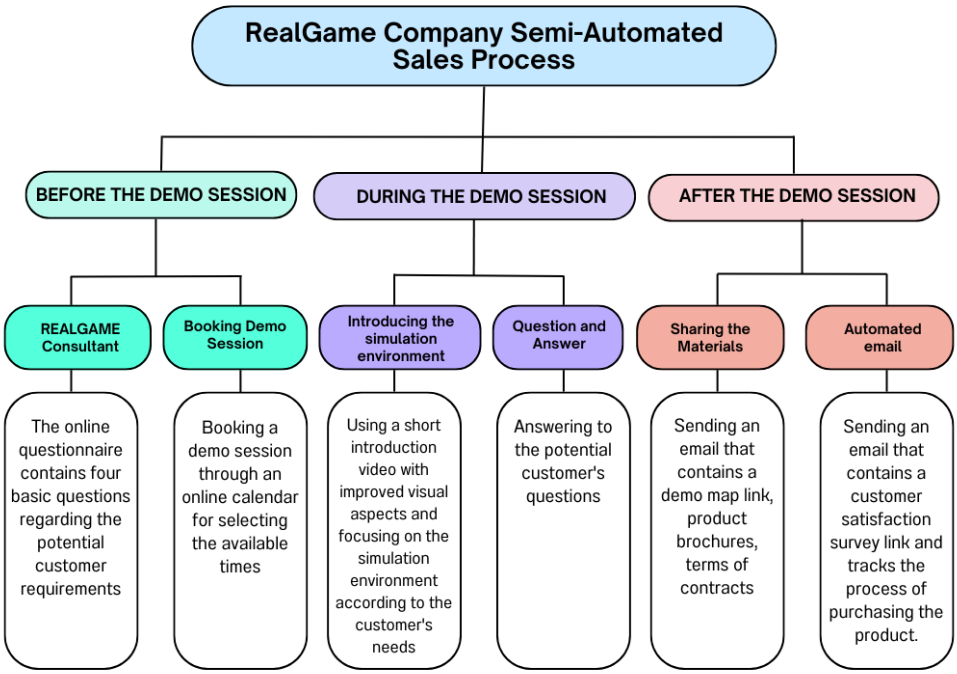

Figure 2. RealGame Company Semi-Automated Sales Process

This new semi-automated sales process for the RealGame Company has been completely restructured by the researcher, and elements such as 'RealGame Consultant,' 'Online Calendar for Booking Demo Sessions,' 'Sharing the Materials,' and 'Automated Emails' have been added to the current RealGame sales process by the researcher.

5.3 Reliability discussion and future development

In this research, the researcher used the qualitative research methods of interviews, observation, and questionnaires. Although the data obtained were limited to two interviews and participation in three demo sessions, it was important to note that the interviewees were experts directly involved in the implementation of the demo sessions and played an essential role in the

decision-making and sales strategies of the RealGame Company, which can be considered sufficient data obtained from the interviews. In addition, due to the similar structure of all the demo sessions, the results of the observations can be generalized to more sessions because the same process observed in all three demo sessions in which the researcher participated shows consistent results from the research method of observation, which was enough for the conclusion.

In the end, the results obtained from the three response letters, due to the same needs of the participants and the common goal they had in line with testing the product and familiarising themselves with the simulation environment, are conclusive and sufficient for the conclusion regarding how to improve the process of the demo sessions. The researcher used the triangulation method by combining interviews, observations, and questionnaires, thus confirming the data from multiple sources to strengthen the conclusions. All the obtained data were carefully transcribed and shared with the interviewees and participants for confirmation and use. In addition, observations were also made under similar conditions to avoid changes that could affect the findings.

Future development. In future studies, the researcher suggested that studies be conducted on the long-term effectiveness of demo sessions in the process of learning and using the product after signing the contract. This would check the level of the customer's need for more training and support during the period of using the product. Can a demo session reduce the need for re-training to use the product?

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LIST OF FIGURES

Figure 1. Summary of the entire thesis design

Figure 2. RealGame Company Semi-Automated Sales Process

Appendix 1

LIST OF INTERVIEW QUESTIONS:

1. Have you considered automating parts of the sales process? If so, which parts?

2. What are the key objectives you aim to achieve through demo sessions?

3. What limitations or challenges have you faced in the current demo session process?

4. How do you define an automated demo session? explain more about your expectations of an automated demo session.

5. Are there any specific technologies or tools you're interested in using for automating demo sessions?

Appendix 2

LIST OF QUESTIONNAIRE QUESTIONS:

1. How satisfied were you with RealGame's sales team's responsiveness in scheduling the demo session at a suitable time?

2. Considering the number of educational resources presented and examined in the demo session, how satisfied are you with the demo session duration?

3. How satisfied are you with the quality of educational resources used in the demo session?

4. Are you satisfied with the question and answer section of the demo session?

5. How satisfied are you with the precision and clarity of the demo session?

6. Rate your satisfaction with a fully automated demo session that eliminates the need to participate in an online demo.

7. Rate your satisfaction with the possibility of reviewing your teaching needs with a sales representative in an online demo session.

8. Rate your satisfaction with Participating in a semi-automated demonstration session in addition to a sales representative answering your questions.

9. Rate your satisfaction with this arrangement: Receive the material before the demo session.

10. Rate your satisfaction with this arrangement: Receiving the material after the demo session.

Link to the questionnaire:

<https://forms.office.com/Pages/ResponsePage.aspx?id=8OIOhqXL2kiw9RZW-hzof0y_xLMW1SNKgMmjLYbLeFZURVk5VkZBSUExUkJEOExZSjZDVVk3MlNXQy4u>

Appendix 3

LIST OF DEMO MAP EXAMPLES:

This Demo Map explains "How to change the sender email for the Apollo sequence" on the Apollo Website:

<https://app.supademo.com/demo/NF-78l_xNu7M2ppZJxbrl>

This Demo Map explains "Simplify Keyword Research with SEMRush" on the SEMRush Website:

<https://app.supademo.com/demo/Mfp2RtVO3APzE8GvSQFD6>

This Demo Map explains "How to delete a channel in Slack" on the Slack Website:

<https://app.supademo.com/demo/R2KHvhxR08Ft8RvPZHgvV>